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Sept. 15, 1987

MARKETING STUDY

OF NEW CORPORATE NAMES FOR THE HAMILTON STREET RAILWAY

for:

The Hamilton Street Railway, Hamilton, Ontario
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McMaster University School of Business

Management Services

August 17, 1987

Executive Summary

A survey of employees, bus riders, bus non-riders and community leaders from the Hamilton-Wentworth area was undertaken for the Hamilton Street Railway. One hundred and thirty-seven employees, three hundred and five bus riders, two hundred and sixty-three bus non-riders, and fifty-three community leaders completed a self-administered questionnaire dealing with their opinions about new corporate names/identities for the Hamilton Street Railway. The people were also asked to rank the new names/identities and to share some demographic information.

Major Research Findings

Summary and Conclusions

1. Of the three names proposed, there seems to be general agreement between employees, bus riders, bus non-riders and community leaders that the transit system should keep its present name. Hamilton Street Railway was the most popular of the three name choices. It was followed by Greater Hamilton Transit and Hamilton Area Regional Tranist in that order.

2. A person's name preference was not correlated with their sex, age, feeling about change, average number of transit trips per week, years of service to the transit system or the area of the transit system in which they worked. Name preference was correlated with their opinion of whether or not the name should be changed. Those favouring change rated Greater Hamilton Transit and Hamilton Area Regional Transit higher than did those not favouring change who rated Hamilton Street Railway as their consistent first choice.

3. A majority of the people felt the name should not be changed. For bus riders, employees and bus non-riders, the ratio of people who felt the name should not be changed to people who felt the name should be changed was roughly 1.7 to 1. Only among community leaders did the number of

people favouring a name change exceed those wishing no name change. Here the ratio of people who felt the name should be changed to people who felt the name should not be changed was roughly 1.3 to 1.

4. People generally felt that Hamilton Street Railway was the easiest name to pronounce and remember, the most distinctive and the most credible and believable. It was also perceived as the most old-fashioned and out-of-date but that was not viewed by the population as a negative attribute. Old-fashioned had the connotation of being traditional, nostalgic and unique. From comments written in the space provided, people perceived an unnecessary cost associated with changing the name and a lack of a better alternative. These factors also contributed to the popularity of staying with the name "Hamilton Street Railway".

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Introduction

For 114 years, the City of Hamilton and the surrounding municipalities have been served by regular mass transit. First by streetcar, and later by bus, the Hamilton Street Railway has grown to serve a population of approximately 400,000 in an area of 421 square kilometres. Ten percent of this population generates approximately 90,000 transit trips daily. To meet this demand, the Hamilton Street Railway operates 270 city buses and 46 tour coaches with the help of almost 1,000 employees. Owned and operated by the Regional Municipality of Hamilton-Wentworth, annual ridership was over 29 million in 1986.

Originally named the Hamilton Street Railway, the emphasis, over the years, has shifted. Advertising campaigns stress "The Bus" and "We're Going Your Way". People on the street just call it the HSR. While the corporate name would be difficult and time-consuming to change, the Hamilton Street Railway is considering changing its corporate identity to reflect the progressive, contemporary direction in which the organization is heading. The fundamental consideration is the suitability of the name "Hamilton Street Railway".

Research Objectives

1. To compare three different names for the transit system on a number of dimensions to determine which name projects the correct connotations and denotations.
2. To examine differences between, and within, four populations of interest.

Research Methodology

The information required by the Hamilton Street Railway was gathered through a self-administered questionnaire. The four populations of interest were: employees of the Hamilton Street Railway; bus riders; bus non-riders;

and community leaders. A list of three corporate names/identities was prepared by the firm of Russell T. Kelley. This list was based on work, which generated many names from public input, conducted within the last two years.

The different populations were surveyed in June, July and August, 1987. For employees of the Hamilton Street Railway, questionnaires were distributed with bi-weekly paychecks. Employees were instructed to complete the survey and return it to collection boxes in the dispatch office or reception areas in each garage. These questionnaires were to be returned by July 9, 1987. One hundred and thirty-seven responses were gathered by the deadline.

Bus riders were surveyed on July 3, 1987. Two assistants rode a combination of the bus routes offered by the Hamilton Street Railway. Approximately ten questionnaires were completed by people on each route. By covering many routes at a combination of different times during the day, an attempt was made to survey a representative sample of the bus riding population. Three hundred and five responses were gathered on that day.

Bus non-riders were harder to contact. Again two assistants visited a number of sites including: the Royal Botannical Gardens, the Art Gallery of Hamilton, Gore Park, slo-pitch baseball parks, Lime Ridge Mall, Centre Mall and Eastgate Mall. To be classified as a bus non-rider, a person should, on average, ride the bus less than three times per week. Respondents were also screened to be certain that they lived within the Hamilton-Wentworh region. By visiting a number of sites between July 11 and 24, 1987, an attempt was made to generate a representative sample of the bus non-riding population. Two hundred and sixty-three responses were gathered over that period.

Community leaders were drawn from three populations: political leaders (Regional Councillors, Committee/Department Heads); media leaders (representing print, radio and television media); and business leaders. Judgement was used to identify these community leaders and their opinions should <u>not</u> be considered completely representative of the population. Questionnaires were either mailed or delivered, along with a covering letter, to the community leaders. These people were encouraged to complete the questionnaire and return it in an enclosed, stamped, addressed envelope.

Eighty-five community leaders were identified and fifty-three returned their questionnaires by the deadline of August 5, 1987. This gave an effective response rate of 62.4%. This can be further broken down by area. Twenty-six questionnaires were sent to the media of which 18 were returned for a 69.2% response rate. Thirty-eight questionnaires were sent to political leaders of which 22 were returned for a 57.9% response rate. Twenty-one questionnaires were sent to business leaders of which 13 were returned for a 61.9% response rate.

The questionnaire, copies of which can be found in Appendix 4, took about 10 minutes to complete. No response problems were found either during the questionnaire pre-test or in the field and participants were generally interested in the questions. A copy of the cover letter sent to community leaders can be found in Appendix 1. The list of community leaders can be found in Appendix 2. The questionnaire also provided participants with a blank that could be used for additional comments. No analysis was performed on these comments but a verbatim list can be found in Appendix 3.

Findings

Overall Preference among Names

People were asked to rank the three name choices as if they were selecting a name for the transportation system. A few people misunderstood the question and only indicated the one name from among the three that they liked best. Their responses were included in the analysis by leaving their second and third choices blank. The following tables present the responses from the six samples.

Ranking of Name Alternatives -- Employee Sample

Ranking	HART	GHT	HSR
First	23	34	78
Second	40	52	37
Third	66	43	20

Ranking of Name Alternatives -- Bus Rider Sample

Ranking	HART	GHT	HSR
First	57	92	151
Second	85	119	77
Third	141	76	64

Ranking of Name Alternatives -- Bus Non-Rider Sample

Ranking	HART	GHT	HSR
First	72	57	134
Second	82	109	69
Third	107	95	58

Ranking of Name Alternatives -- Community Leader Combined Sample

Ranking	HART	GHT	HSR
First	23	14	14
Second	6	16	25
Third	19	17	11

The community leaders preferences can be broken down into the three constituent groups.

Ranking of Name Alternatives -- Political Leader Sample

Ranking	HART	GHT	HSR
First	12	4	6
Second	4	6	11
Third	5	11	5

Ranking of Name Alternatives -- Media Leader Sample

Ranking	HART	GHT	HSR
First	6	6	4
Second	1	5	8
Third	8	3	3

Ranking of Name Alternatives -- Business Leader Sample

Ranking	HART	GHT	HSR
First	5	4	4
Second	1	5	6
Third	6	3	3

This data was analysed using a Friedman's Test to determine some statistically significant preferences. The results were remarkably similar between the six samples. As summarized below, one notes that for the three largest samples the most prefered name was Hamilton Street Railway, the second most prefered name was generally Greater Hamilton Transit and the least prefered name was Hamilton Area Regional Transit. Considered together, the "community leaders" felt the names were equivalent.

Summary of Overall Preferences by Sample

	Employees	Riders	Non-Riders	Community Leaders
H.S.R.	1	1	1	1 (Tie)
G.H.T.	2	2	2 (Tie)	1 (Tie)
H.A.R.T.	3	3	2 (Tie)	1 (Tie)

The results for the community leaders can be further broken down into its constituent groups. The media and business leaders felt the three names were about equivalent while the political leaders prefered Hamilton Area Regional Transit the most followed by Hamilton Street Railway and Greater Hamilton Transit.

Summary of Overall Preferences by Sample

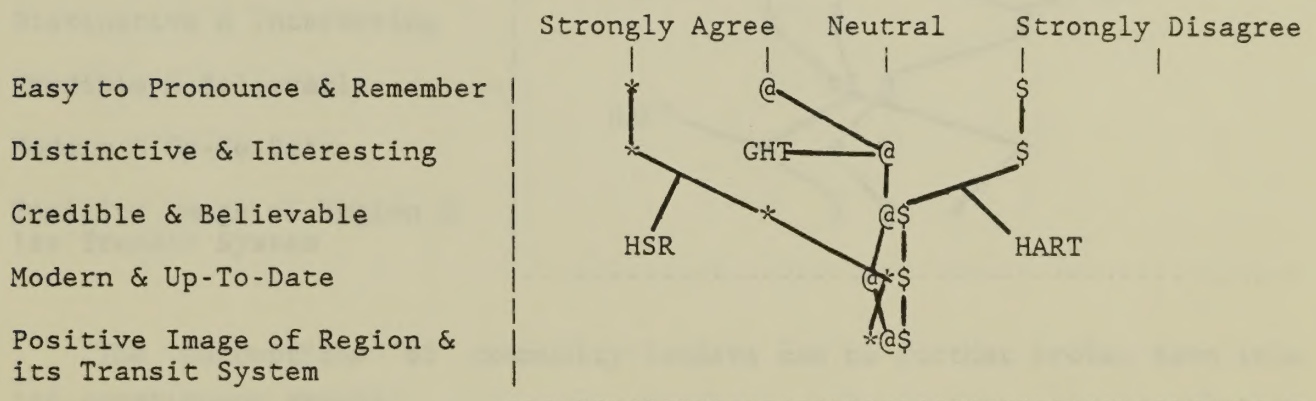
	Political	Media	Business
H.S.R.	2	1(Tie)	1(Tie)
G.H.T.	3	1(Tie)	1(Tie)
H.A.R.T.	1	1(Tie)	1(Tie)

Analysis of Name Alternatives on Various Dimensions

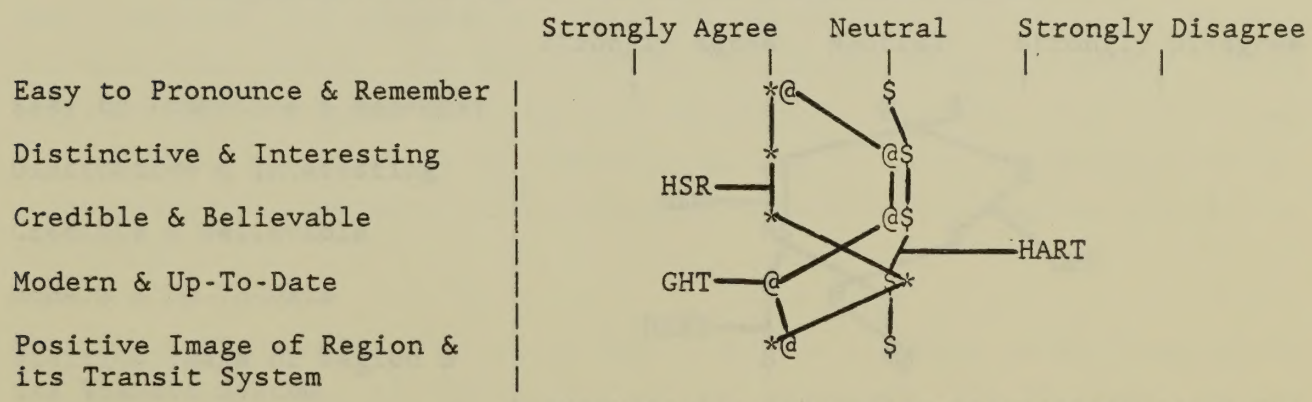
To help explain these preferences, people were asked a series of five questions for each of the three names. They were asked if the names were "difficult to pronounce and remember", "quite distinctive and interesting", "credible and believable", "old-fashioned and behind the times", and "a positive image of the region and its transit system". Treating the agree-disagree scale as ordinal data, the responses were assigned a score with one being strongly agree and five being strongly disagree. The median score is plotted below. In addition, the scale was reversed in two instances. In the graphs below, the scale for "easy to pronounce and remember" is the reverse

of the questionnaire as is "modern and up-to-date". In presenting these graphs, the name which approaches the left is viewed the most favourably.

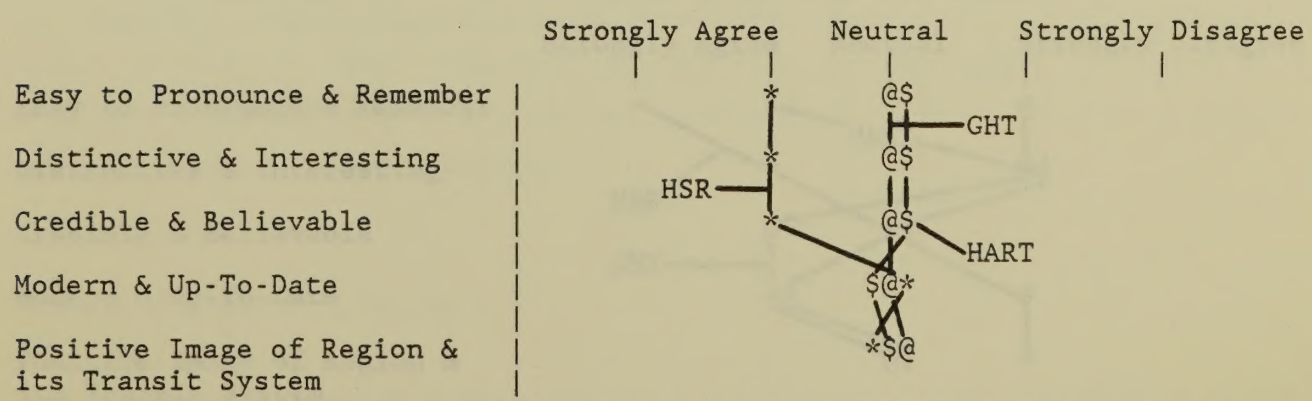
Perceptions About Name Alternatives -- Employees



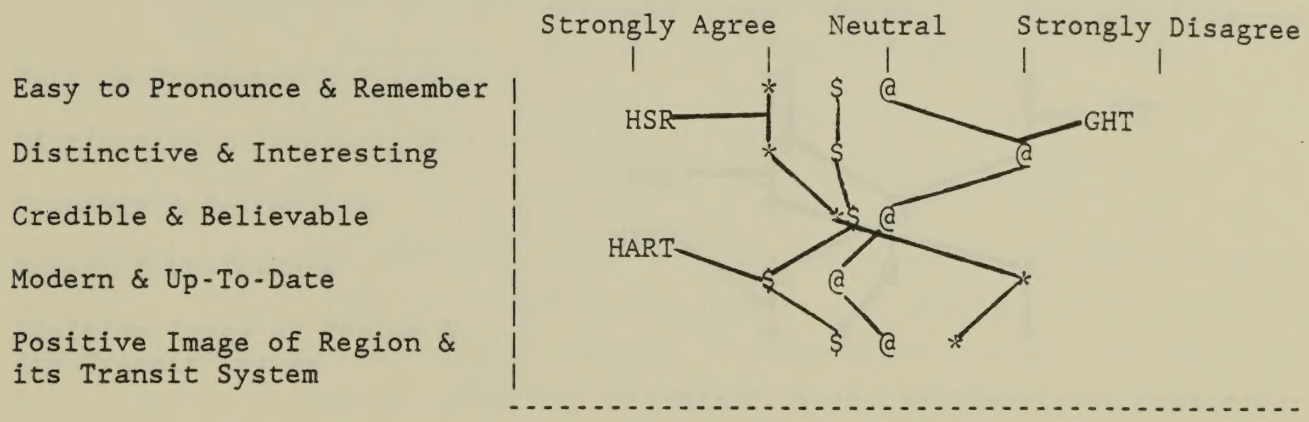
Perceptions About Name Alternatives -- Riders



Perceptions About Name Alternatives -- Non-riders

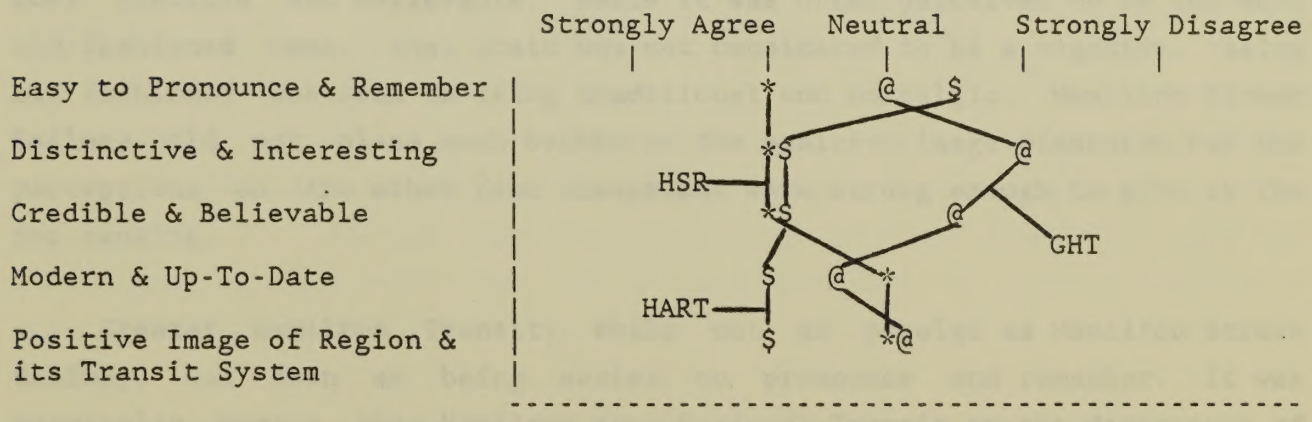


Perceptions About Name Alternatives -- Community Leaders Combined Sample

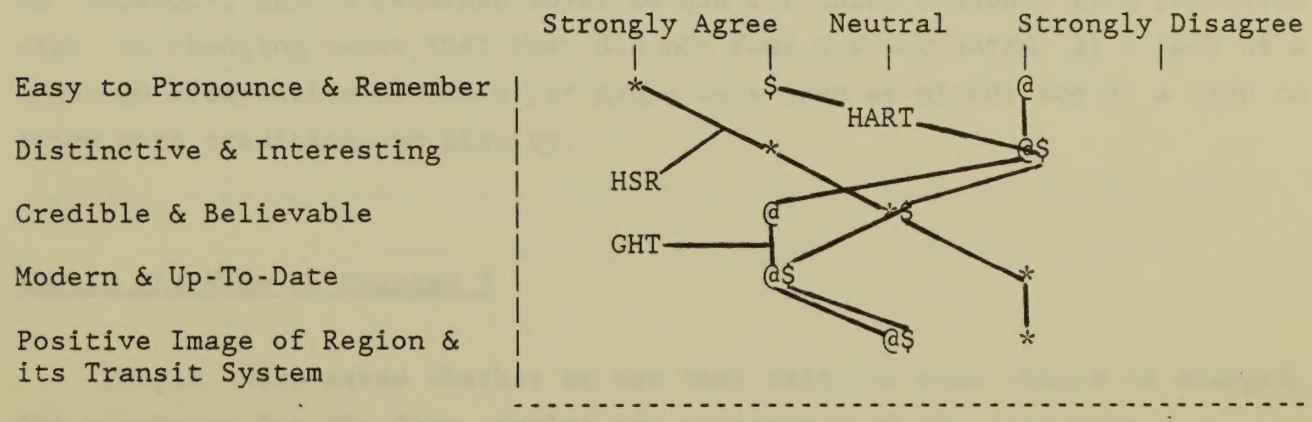


The perceptions of community leaders can be further broken down into its constituent groups.

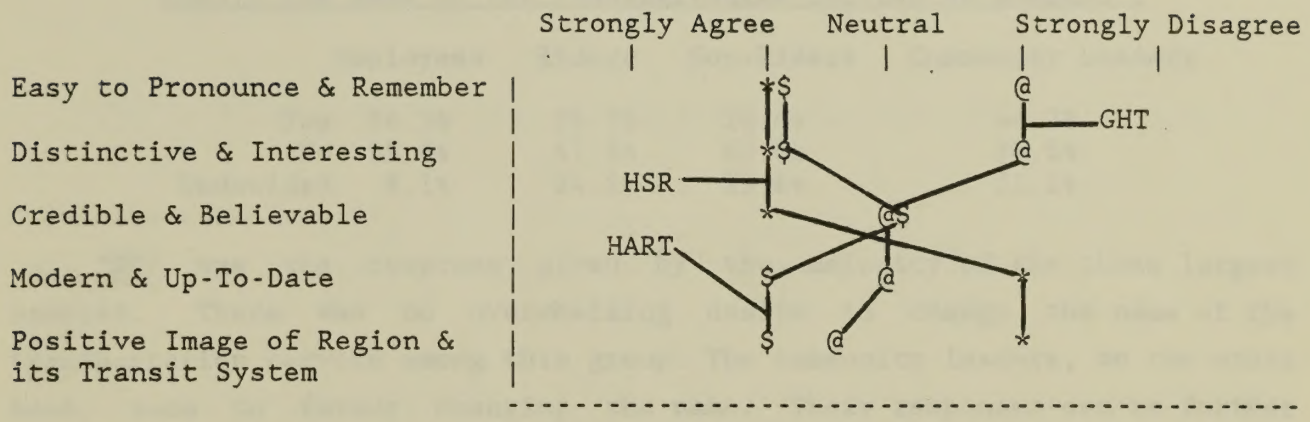
Perceptions About Name Alternatives -- Political Leaders



Perceptions About Name Alternatives -- Media Leaders



Perceptions About Name Alternatives -- Business Leaders



Assuming the five questions measured five different attributes about the name alternatives, one can determine the reason for the observed rankings. Generally speaking, Hamilton Street Railway was perceived to be the easiest name to pronounce and remember, the most distinctive, and the most credible and believable. While it was often perceived to be the most old-fashioned name, that trait was not considered to be a negative. Being old-fashioned was seen as being traditional and nostalgic. Hamilton Street Railway did not place much better on the positive image dimension but the perceptions on the other four dimensions were strong enough to give it the top ranking.

Greater Hamilton Transit, while not as popular as Hamilton Street Railway, was seen as being easier to pronounce and remember. It was marginally better than Hamilton Area Regional Transit on the dimensions of up-to-date and distinctiveness. From the open-ended comments, contained in an Appendix, people remained loyal to HSR for three reasons: 1) a perceived cost in changing names that they did not feel was warranted; 2) a lack of a true new alternative as the other names were seen as bland; and 3) a wish to stick with tradition and history.

Should the Name Be Changed ?

People were asked whether or not they felt the name should be changed. The responses for the four samples are summarized on the next page.

Should the Name of the Transportation Service Be Changed ?

	Employees	Riders	Non-Riders	Community Leaders
Yes	36.3%	28.2%	22.4%	44.2%
No	55.6%	47.5%	62.0%	34.6%
Undecided	8.1%	24.2%	15.6%	21.2%

"NO" was the response given by the majority of the three largest samples. There was no overwhelming desire to change the name of the transportation service among this group. The community leaders, on the other hand, seem to favour changing the name. Their responses can be further broken down by constituent group.

Should the Name of the Transportation Service Be Changed ?

	Political	Media	Business
Yes	36.4%	47.1%	53.8%
No	36.4%	29.4%	38.5%
Undecided	27.2%	23.5%	7.7%

As can be imagined, a person's feeling on this issue affected the ranking of the name alternatives. The two tables on the next page contrast the differences in rankings for the group who said "Yes" change the name and "No" don't change the name. When respondents had "No Opinion" the three name alternatives were equally ranked.

Ranking of Name Alternatives - People Who Feel Name Should Be Changed

	Employees	Riders	Non-Riders	Community Leaders
H.S.R.	3	3	3	3
G.H.T.	1 (Tie)	1	1 (Tie)	1 (Tie)
H.A.R.T.	1 (Tie)	2	1 (Tie)	1 (Tie)

Ranking of Name Alternatives - People Who Feel Name Should Not Be Changed

	Employees	Riders	Non-Riders	Community Leaders
H.S.R.	1	1	1	1
G.H.T.	2	2	2 (Tie)	2
H.A.R.T.	3	3	2 (Tie)	3

As before the feelings of community leaders can be broken down further into its constituent groups.

Ranking of Name Alternatives - People Who Feel Name Should Be Changed

	Political	Media	Business
H.S.R.	1 (Tie)	1(Tie)	1(Tie)
G.H.T.	1 (Tie)	1(Tie)	1(Tie)
H.A.R.T.	1 (Tie)	1(Tie)	1(Tie)

Ranking of Name Alternatives - People Who Feel Name Should Not Be Changed

	Political	Media	Business
H.S.R.	1	1(Tie)	1
G.H.T.	2 (Tie)	1(Tie)	2
H.A.R.T.	2 (Tie)	3	3

Demographics of the Samples

Sex of the Respondents

Respondents were asked their sex. The responses are summarized below. Interestingly, the ranking of the name alternatives was not influenced by the sex of the respondent in any of the samples. In other words, none of the name alternatives appealed more to men or women.

Sex of the Respondents

	Employees	Riders	Non-Riders	Community Leaders
Male	76.5%	39.9%	45.4%	80.8%
Female	23.5%	60.1%	54.6%	19.2%

Responses for the community leaders can be further broken down into its constituent groups.

Sex of the Respondents

	Political	Media	Business
Male	72.7%	76.5%	100%
Female	27.3%	23.5%	0%

Age of the Respondents

Respondents were also asked to indicate their age. The responses are summarized below. As before, the ranking of the name alternatives was not influenced by the age of the respondent in any of the samples. In other words, none of the name alternatives appealed more to one age group or another.

Age of the Respondents

	Employees	Riders	Non-Riders	Community Leaders
18-24	12.7%	38.0%	13.7%	0.0%
25-34	23.9%	23.6%	30.0%	13.5%
35-44	22.4%	18.2%	28.9%	40.4%
45-54	20.9%	11.1%	16.3%	28.8%
55-64	19.4%	3.0%	7.2%	17.3%
65 & Over	.7%	6.1%	3.8%	0.0%

Responses for the community leaders can be further broken down by its constituent groups.

Age of the Respondents

	Political	Media	Business
18-24	0%	0%	0%
25-34	9.1%	23.5%	7.7%
35-44	31.8%	52.9%	38.5%
45-54	31.8%	17.6%	38.5%
55-64	27.3%	5.9%	15.4%
65 & Over	0%	0%	0%

Measurement of Resistance or Acceptance of Change

Prior to conducting the research, it had been suggested that people can be classified as traditionalists and modernists. Traditionalists dislike change, have a feel for history, and enjoy the past. Modernists like change, feel that history is behind them and enjoy looking to the future. It was felt that these classifications could have an impact on the ranking of names. Using a projective question, people were asked whether they felt other people viewed them as someone who welcomes or resists change. These

responses are summarized below. Interestingly, the ranking of the name alternatives was unaffected by a persons feelings about change.

Do Others See You as Someone Who Resists or Welcomes Change ?

	Employees	Riders	Non-Riders	Community Leaders
Resists	13.6%	19.3%	22.9%	13.7%
Welcomes	86.4%	80.7%	77.1%	86.3%

Responses for community leaders can be broken down into its constituent groups.

Do Others See You as Someone Who Resists or Welcomes Change ?

	Political	Media	Business
Resists	13.6%	17.6%	8.3%
Welcomes	86.4%	82.4%	91.7%

Tests were also conducted to see if one's opinion on changing the name of the transportation systems was correlated with their stance on change. One would suppose that someone who resists change would not want the name of the system changed while someone who welcomed change would want the name of the system changed. Statistical tests conducted on all four groups of respondents found no correlation between one's opinion on changing the name and one's stance with regard to change !!

Average Number of Bus Trips Per Week

Each group of respondents was asked to indicate the number of one-way bus trips taken, on average, per week. Employees were not asked this question as it wasn't relevant. When a car is out of commission, people ride the bus but these people were not considered regular bus riders. Thus all bus non-riders took two or fewer bus trips per week on average. For the other groups, the number of trips taken, on average, per week is noted below. While it could be theorized that someone who rode the bus more fre-

quently might have different opinions than someone who rode the bus occasionally, this theory was not statistically proved. In other words, frequency of bus ridership had no effect on the ranking of name alternatives.

Number of One Way Bus Trips Per Week

	Riders	Commun. Leaders	Political	Media	Business
0-2 Times Per Week	0.0%	88.5%	100%	70.6%	92.3%
3-5 Times Per Week	23.5%	7.7%	0%	23.5%	0.0%
6-8 Times Per Week	25.2%	1.9%	0%	5.9%	0.0%
9-11 Times Per Week	26.2%	1.9%	0%	0.0%	7.7%
12 + Times Per Week	25.2%	0.0%	0%	0.0%	0.0%

Demographic Questions for Employees

For employees, two other demographic questions were asked. The first asked respondents to indicate in which area of the Hamilton Street Railway they worked. The results are summarized below. The ranking of the name alternatives by the employees was unaffected by the area in which they worked.

Area of Company in Which Respondent Worked

Operations	41.2%
Maintenance	16.9%
Administration	23.5%
Canada Coach Lines	5.9%
Marketing & Customer Services	12.5%

The other question asked employees to indicate the number of years of service they had. These results are summarized below. As before, the ranking of name alternatives was unaffected by the number of years of service a respondent possessed.

Number of Years of Service at Hamilton Street Railway

Less Than 2 Years	22.8%
2-5 Years	15.4%
6-10 Years	12.5%
11-20 Years	27.9%
21-30 Years	14.7%
More than 30 Years	6.6%

Summary and Conclusions

1. Of the three names proposed, there seems to be general agreement between employees, bus riders, bus non-riders and community leaders that the transit system should keep its present name. Hamilton Street Railway was the most popular of the three name choices. It was followed by Greater Hamilton Transit and Hamilton Area Regional Tranist in that order.

2. A person's name preference was not correlated with their sex, age, feeling about change, average number of transit trips per week, years of service to the transit system or the area of the transit system in which they worked. Name preference was correlated with their opinion of whether or not the name should be changed. Those favouring change rated Greater Hamilton Transit and Hamilton Area Regional Transit higher than did those not favouring change who rated Hamilton Street Railway as their consistent first choice.

3. A majority of the people felt the name should not be changed. For bus riders, employees and bus non-riders, the ratio of people who felt the name should not be changed to people who felt the name should be changed was roughly 1.7 to 1. Only among community leaders did the number of people favouring a name change exceed those wishing no name change. Here the ratio of people who felt the name should be changed to people who felt the name should not be changed was roughly 1.3 to 1.

4. People generally felt that Hamilton Street Railway was the easiest name to pronounce and remember, the most distinctive and the most credible and believable. It was also perceived as the most old-fashioned and out-of-date but that was not viewed by the population as a negative attribute. Old-fashioned had the connotation of being traditional, nostalgic and unique. From comments written in the space provided, people perceived an unnecessary cost associated with changing the name and a lack of a better alternative. These factors also contributed to the popularity of staying with the name "Hamilton Street Railway".

Marketing Recommendations

While falling somewhat beyond the bounds of the research, two major recommendations come to mind. The first recommendation is to stay with the current name "Hamilton Street Railway". While there would be little problem convincing community leaders of the wisdom in changing the name, the general population and the employees would not react favourably to such a move.

A second recommendation would be to "dust off" the current image of the HSR. Perhaps a redesigned logo or some fresh colours could be used to convey an up-to-date image. More emphasis can be placed on "HSR" as a corporate symbol while less emphasis can be placed on the name "Hamilton Street Railway". This follows the lead of the Toronto Transit Commission who have used the initials "TTC" to effectively market their service.

Limitations

Though every attempt has been made to collect fair and representative data and to present the findings in an unbiased manner, a few limitations to this work must be considered.

1. The question of representative data is an important one. An attempt was made to contact a cross-section of employees, bus riders, bus non-riders and community leaders. With the employee sample, there is the question of non-response bias -- did people who did not submit a questionnaire hold different opinions from those that did ? This same question arises with community leaders along with the question of representativeness -- name were generated by judgement only and many people considered community leaders by others were omitted. The representativeness question should also be considered with the bus riders and bus non-riders. Bus riders who take the bus on different days and different times might have held different opinions. Non-riders who didn't visit shopping malls, baseball fields, etc. did not have a chance to participate in the study.

2. The three names studied were chosen in consultation with the Hamilton Street Railway and Russell T. Kelley. A different study with different names would probably yield different results. There was a sense that respondents did not have a truly "new" name from which to choose. The generation and testing of other new names is beyond the scope of this report.

Appendix 1

Cover Letter Sent to Community Leaders

McMASTER UNIVERSITY
1280 Main Street West
Hamilton, Ontario, Canada L8S 4M4
Telephone (416) 525-9140 Ext.

Faculty of Business

July 21, 1987

Mr. John Q. Public,
123 Main Street,
Hamilton, Ontario.
L8Z 4Q4

Dear Mr. Public:

The transportation system in Hamilton is over 100 years old. It was originally named the Hamilton Street Railway but over the years the emphasis has shifted away from that name. Advertising campaigns stress "The Bus" and "We're Going Your Way". People on the street just call it the "HSR". While the corporate name would be difficult and time-consuming to change, some people have suggested that it is time to update the image. After all, streetcars and their associated railway tracks disappeared about 30 years ago. Hamilton does not really possess a "street railway" any more.

Preliminary research was conducted by the Russell T. Kelley agency to identify other names for the transportation service. Their work forms the basis for this follow-up survey. We have already asked employees, bus riders and bus non-riders to share with us their opinion. Now, we are now asking you, as one of Hamilton's opinion leaders, to give your thoughts on the different names.

Enclosed you will find the same questionnaire that was used for the bus riders and bus non-riders. It is really quite simple to fill out and will only take a few minutes of your time. Please be assure that your answers will be kept anonymous and strictly confidential. Any report will refer to aggregate data and aggregate statistics only.

We would appreciate it if you could mail your completed questionnaire by Wednesday, August 5, 1987. A stamped return envelope has been supplied for your convenience. Your response is important for this research and we want to hear from you.

Thanks for Your Help,

Marvin Ryder

Marvin Ryder
Lecturer of Marketing and Business Policy

MGR/pw

Appendix 2

List of Community Leaders To Whom Surveys Were Delivered

Mr. Jerry Knott
Metro Ed., Hamilton Spectator
44 Frid Street
Hamilton, Ontario L8N 3G3

Ms. Debra Deanomy
Ed. Brabant Community Papers
Box 9208, 928 Queenston Rd.
Stoney Creek, ON L8G 3X9

Mr. Don Ross
Hamilton Region Councillor,
71 Main St. W.
Hamilton, Ontario L8N 3T4

Mr. Bruce Picken
Public Affairs Mohawk College
Fennell Ave., P.O. Box 2034
Hamilton, Ontario L8N 3T2

Mr. John Gallagher
Hamilton Region Councillor,
71 Main St. W.
Hamilton, Ontario L8N 3T4

Mr. John Smith
Hamilton Region Councillor,
71 Main St. W.
Hamilton, Ontario L8N 3T4

Ms. Frances Niblock
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4144 South Service Rd.
Burlington, ON L8N 3G3

Mr. Bryan Fisher
News Director, 820 CHAM
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Mr. Doug Cameron
Asst News Director 820 CHAM
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Hamilton, Ontario L8N 3T4

Ms. Patrice Noe-Johnson,
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Mr. David Christopherson
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Mr. Brian Hinkley
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Hamilton, Ontario L8N 3T4

Mr. Vince Agro
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71 Main St. W.,
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President, Amstel Brewery,
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Director-Chamber of Commerce
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Appendix 3

List of Comments from Employees, Bus Riders, Bus Non-Riders and Community Leaders

Verbatim Comments from HSR Employees

My opinion -- you should put this money and time into places where it is most needed.

I suggest the Regional Transit System.

Why not Hamilton-Wentworth Transit ?

I suggest Wentworth-Hamilton Area Transit (WHAT). We're your Transit System, that's WHAT !

Do not change the name. It sounds good to me.

I like Hamilton Transit.

Greater Hamilton Transit is a more believable and realistic title but for sentimental reasons I prefer HSR.

Hamilton Transit -- plain and simple, short, to the point, easy to remember, practical, convenient and suitable.

Why not Hamilton Regional Transit ?

Leave the name alone and bring back the streetcars. Streetcars are not something in the past. Many cities in North America are going back to them.

Hamilton Transit -- The name should be simple and to the point. Out of towners refer to this name even though it is called HSR.

Let's keep the name HSR. Let's keep some nostalgia.

Another suggested name -- Hamilton-Wentworth Transit System.

Yes change the name but not any of the above names. Other names should be considered -- Hamilton-Wentworth Transit, Hamilton Area Transit Commission.

Instead of wasting everyones time and money on deciding a new name, let's take the taxpayers hard earned money and put it towards improving the quality of the service our transit system is supposed to be all about. HSR is not only credible and believable, it is deserving of a place in history. After all Hamilton is a city and we do have streets !!

I realize the region has many bureaucrats needing employment. However, I am an operator. I drive dirty buses because the region can't afford to employ more cleaners. I have a sore back constantly because the region can't afford decent seats for buses. I have worked here for 10 years and I have seen the morale drop steadily in recent years due mostly to cutbacks. Now suddenly, the region has money to burn for new design uniforms, different names, etc. Leave the uniform alone. Leave the name alone. It represents to me and others what we do and what we are. It has a history. HART reminds me of the USA scandal. I can see the ad copy now. Hart jokes all day. GHT is no better than HSR. GHT could have been coined by a vistor to Russia. They have GRU.

Name the system -- HSR Transit. This way we can still use the HSR logo and transit will identify the nature of the business.

I think the new name should be Hamilton Transit Company (HTC). Say it a few times and see how it sounds to you.

Changing the name is fluff !! What about substance. You fix the cheap things and leave the real problems alone. What about comfortable, repaired seats for the driver. New fareboxes were needed because of a high non-compliance rate with the fare regulations (cheating) and poor state of repair with the old boxes. Why not simplify the fare structure instead ? Why do so many, many groups get a discount/subsidy ? What good is an automatic vehicle location system ? All you will know is where the buses aren't moving. Why not deal with why they aren't moving ? 1. Illegal stopping and parking on rush hour routes. 2. Needed bus lanes. 3. An undisciplined ridership (that doesn't have fares ready, doesn't use exits, etc.) 4. Poor traffic control in construction zones. And what about a real railway - East-West - light rail transit to replace King, Delaware and Barton routes on dedicated right-of-way. No name change will make a mediocre service any better. We need substance first, then fluff.

What's in a name ? When it comes to transit, NOTHING. If you, on a cold, rainy night, just missed a bus and you know that the next bus won't be coming for half an hour, will the waiting be more pleasant to you if you know that the bus company has some fancy name ? Of course not. It would not even enter your mind, because what you want to see is the next bus. Whatever the name. So young people, don't be duped into believing that a catchy name will carry the day for you in transit. It will not. The success lies in AVAILABILITY. We already have a slogan -- THE BUS, WE'RE GOING YOU WAY. Does it help those who stand along Upper James Street waiting for a bus and they see all those buses zooming by and none will pick them up because the Rule says to the driver -- DO NOT PICK UP TO OR FROM THE GARAGE. The answer to that question is NO. This rule, by the way, came into effect only about the same time the slogan appeared. In the past, a driver could even lose his job if he failed to pick up to and from the garage. So the fancy slogans and catchy names may sell breakfast cereal, because of competition in that field, but in transit it is monopoly, there is no competition. Transit serves mainly a "captive audience" -- people who have no other means of commuting. Money, time and effort would be better spont on increased frequency of service than on fancy names, slogans or gadgets.

<u>Use your heads !!!</u> If you change the name of the HSR to HART, people will call it "Hamilton's Assholes Rotten Transit" like they are already doing ! Also HART rhymes with FART and you've now got "Fuckin' Assholes Regional Tragedy", etc. (which the guys have already nicknamed it !). If you adopt the name HART, you are going to make the people in Regional Government and Board of Control look like a bunch of idiots, and they'll never live that name HART down as long as they're in office !!! "Poor Bill Sears"! The word area means confined to that area, and that the HSR is confined to within the city boundaries, which isn't true. The HSR goes to Dundas, Ancaster and Burlington which are all outside the City limits ! And right now the developers are building on the North side of Highway 53, so somewhere down the road, in the years to come, there will be more of Suburbia that will need Public Transportation !! Greater would mean the areas just inside and

on the outskirts of the CITY, and that the downtown areas had no Public Transportation System which isn't the case !! "Hamilton Transit" is what I would call it, of course people would call it "Hellish Transportation", but they do that already anyway. TTC is called "Terrible Transportation" but at least there's no slur against anybody in Public Office with names like these.

Verbatim Comments from Bus Riders and Bus Non-Riders About Names

I don't feel the name should be changed. Nothing wrong with the present name. Changing it will cause more confusion and mix-up of bus riders.

A bus service is a bus service. The name doesn't matter. Why go to the expense of changing it ?

I think GHT is good.

HART and GHT are ridiculous considerations.

Couple of other suggestions: Hamilton Public Transit (could add System on the end) or Hamilton Street Transit -- moreso than Railway.

When I first came to Hamilton, I had never seen a streetcar, nor did I know what one was - so I had to learn what "Street Railway" was, but I like the simplicity of the "H.S.R." abbreviation.

I like the old name and its history. DO NOT CHANGE.

Everyone is used to HSR. Why change it ? It's a waste of money. Perhaps lower fares would be a better issue ?!

HSR may not be very descriptive of the present system but represents Hamilton. Hamilton can have changes but one need not change Hamilton.

After thirty years its time for a change.

HSR is very distinctive. A part of Hamilton heritage. With all the major buildings developing improving our fair city, it's nice to know that some things won't change.

Name shouldn't be changed because of cost. We can spend money somewhere else where it is needed. Maybe commercials and more publicity will change their status along with better bus routes.

A new name would go over well I believe !

Change the logo and colours !

Isn't "AREA" and "REGIONAL" repetitive ? But it sounds good. HART to HART.

Never knew its name. Still don't. Don't care.

Agree name should be changed/updated. Greater Hamilton Transit sounds great!

Hamilton Street Railway - old-fashioned ties lend a certain appeal. Friendliness and history of city are acknowledged.

HART is great and has many promotional possibilities. Also reflects function as a Regional service.

How about "Greater Hamilton Transit System" ?

If you must change the name why not try -- "Hamilton Transit Service" ?

Do you have any other ways of wasting money ?

HSR is so familiar and it is too expensive to change the logo.

HART is a catchy acronym but it should be noted that AREA and REGIONAL both mean the same i.e. there is a redundancy in the name.

Having lived in Hamilton for 17 years, what would be the purpose to change the name of a service that has always been HSR. Should concentrate on Hamilton's personality not on an insignificant title change.

I do not like the names offered. I have always like the name, HSR. I don't feel it needs changing. It has character.

I believe that the name should not be changed at all. It is part of the history of Hamilton.

In my opinion, I think they should leave the name the way it is because its been that way for many years. Why change it now ?

When one hears the name "HSR", the railway system first comes to mind. Until you ride on one, you can never tell the exact form of transportation it denotes. A name change may not necessarily affect business one way or another.

Changing the name is not needed.

"HART" is catchy and will be easy to use in slogans.

Why not have the population put in a few name ideas ?

Hamilton is based on History. The name says it.

Since Hamilton is changing, I believe we too should change with the time. Greater Hamilton Transit makes us more noticeable and will credit us to accept better things offered to us.

I think what they call it now (HSR) is just fine. It's not too fancy and it describes it perfectly.

I think you should consider another name.

This is not important to me but I think these three names were equally unattractive.

Rails are systems of the future !

The HSR is a fine name. Leave well enough alone.

I feel there are probably better names for the system. (Hamilton Rapid Transit)

GHT -- What does the "Greater" mean ? Greater than what ? HART is too long and hard to remember.

I don't like any of the choices given.

What is the point of all the extra expense when the original name is more than adequate ??

HSR is an original name and I like it. Why change it ?

You can change the name as long as it does not cost the tax payer or bus rider any more money !!

Comments about Bus Service, Routes, Etc. from Bus Riders and Bus Non-Riders

There should be more buses which go to Dundas or at least more frequently.

Bus service is very good on all routes except Sunday's and Holidays, then it's disgusting. More service is needed for those days !

Trolleys should be done away with.

There are some bus drivers that give the HSR a BAD NAME. If they can't handle the job why don't the idiots quit !

Beeline is super but some drivers are too reckless.

Need more buses into Stoney Creek (and more frequently !)

Sold my car -- prefer the bus in Hamilton.

Bus service should be improved in Stoney Creek, specifically extended hours of service.

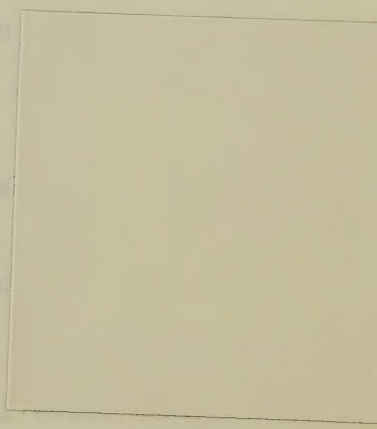
Change service and bus times. Sample running later hours and starting earlier.

Please put more energy into improving service - in comparison - name matters little. We need more service especially late evening, Sundays and holidays. Also please provide bus time schedules on the buses. Nobody wants to go to the office to get them and the phone lines are often busy.

Service is OK. Most drivers are very courteous.

Get Upper Paradise route running later !

Generally good service but not enough traffic to Dundas and Ancaster.



If the money spent on this was put into a better service, the riders wouldn't care what you called it.

The price should be brought down before changing the name.

Lower the bus fares.

The bus service is pretty good but I do think that a name change is due.

Buses are too slow. A lot of drivers are miserable.

I feel that the service to Burlington should be better on Sundays.

I think that the bus service, in general, is very important to everyone in our community.

You should have spent the money on improving the service instead !

Verbatim Comments from Community Leaders

Please note that as an area municipality mayor, I strongly oppose any name with "Greater Hamilton" in it. I think it is harsh sounding. I would much prefer "Metro Hamilton" or "Hamilton-Wentworth".

Although HSR bears less resemblance to the actual service, it is distinctive and sets this Region apart from the other areas. HART is more descriptive but is not unlike other transit operations.

HSR is recognized as the transit system for a number of years in Hamilton. I do not think a change in name is really warranted.

Though HART may be easier to market, "Hamilton Area" and "Regional" are repetitive and therefore redundant. The Region is using "Greater Hamilton" in their marketing campaign and therefore it should be used by our transit company to be consistent. HSR is definitely out of date !!

Hamilton Area Regional Transit names the service that it supplies.

Hamilton 'Area Regional' Tranist -- words are mouthy, bureaucratic, redundant, despite the fact that they form a nice acronym.

I like HART as it can be used in advertising and pronounced HEART -- could be catchy !

To be perfectly honest, I feel that there are "nicknames" which could generate from "HART" whenever someone might be unhappy with the service and this could be a negative.

HART is simple. Now let's make the routing just as simple.

The acronym HART is easy to remember.

Based on the alternatives which have been proposed, I see no need to change the current name. If the name is to be changed, I would suggest you go back to the drawing board and come up with better than (HART) & (GHT).

Never mind the rest of this. I think it should be called the Hamilton Area Transportation Sevice. HATS for short.

Current advertising effective: "HSR" known and recognized. Corporate name matters little and a change would only confuse the issue -- Product quality is key to success.

Greater Hamilton Tranist promotes a larger, more progressive urban area. HART reminds me of BART in California -- Too flippant ! HSR is part of our history: it, too, makes us distinctive. We shouldn't readily discard another chunk of our history !

HSR is a distinct reminder of Hamilton's heritage. I applaud new ideas but don't see the need of change for change sake.

The best alternative is Hamilton Regional Transit or Hamilton Area Transit.

All three choices are dated and old-fashioned. TRANSIT & RAILWAY in all of the names decidedly OLD-FASHIONED. Think GO or something ! I may be 55-64, but I would like **real change** and **imagination** !

I believe the transit system is a regional system and the name should reflect this -- not just Hamilton !!

GORE PARK
DOWN TOWN
PROMENADE

Downtown Hamilton Business Improvement Area.
P.O. Box 1023, Station A, Hamilton, Ontario L8N 3R4 Telephone (416) 523-1646

Friday 31 July 1987

Marvin Ryder
Faculty of Business
McMaster University

Dear Mr. Ryder:

I have enclosed the survey concerning the name of our transportation system: rather than being simply my opinion, it represents the views of my Board of Management as garnered in a quick telephone poll.

We feel the original name is something of value: evocative of long tradition, service and history. In addition it is well known and by-and-large the normal association with it is positive. If there is an archaic feel to it, that is all to the good: something distinctive, something different, something Hamilton. This is a city, more than many, which needs such associations.

In closing may I add that there is very little merit in change for the sake of change; nor should the mere fact of age be a consideration (as I get older myself, I rather hope my children share that view!)

Sincerely,

Francis Emmorey
Executive Director

CHCH TV
NIAGARA TELEVISION LIMITED
163 JACKSON ST. W., P.O. BOX 30, STN. A., HAMILTON, ONT. L8N 3A6 • PHONE (416) 522-1101

July 23, 1987.

Mr. Marvin Ryder,
Faculty of Business,
McMaster University,
Hamilton, Ontario.
L8S 4M4

Dear Marvin:

Attached please find a completed survey form re the HSR. I have taken the liberty of filling out this form and, as you can see, we strongly recommend that we adhere to the old adage - "If it ain't broke, don't fix it!"

I took your form around to several areas of our operation and, without question, the consensus was the same and I have shown this on the form.

Some of the points brought out in our discussions included

-- It appears they are suggesting a change for change sake and for no other reason. Why don't they take the money it will cost to make this massive change and improve the service or lower the fares.

-- The cost of changing all the signage on the buses, at the stops, in the advertising, letterhead, etc., drivers' uniforms, tickets, suggests an enormous amount of taxpayers' dollars being spent and for what purpose.

As one goes through life there are so many changes all around you -- from your kids growing up, old landmarks being torn down making way for progress, etc., -- there has to be something that stays traditional and stable and the venerable HSR should be one of them. There seems to be a lot of play being made about the words "street railway" when, in fact, it was never a street railway, it was street cars running on tracks. If that's the big hang-up why don't they just emphasize "HSR" because that's what everyone refers to it as anyway.

I hope these comments help with your decision.

Yours very truly,

Frank P. DeNardis,
VICE PRESIDENT
and GENERAL MANAGER.

cc ( ) Mayor Robert Morrow.

NEWS ROOM

CHCH TV 11
163 Jackson Street West
P.O. Box 30, Station A
Hamilton, Ontario L8N 3A6
(416) 522-1797

Mr. Marvin Ryder,
Lecturer of Marketing and Business Policy
Mc Master University,
1280 Main Street West,
Hamilton,Ontario.
L8S 4M4.

21 July,1987.

Dear Mr. Ryder;

I have completed your questionnaire regarding a possible name change for the Hamilton Street Railway. Rather than write two letters,I enclose a copy of my letter to Mr. Heinz Schwienbenz of the HSR.

Needless to say I oppose any tampering with the name HSR.

Sincerely;

John Best
News Director,
CHCH TV

NEWS ROOM

CHCH TV 11
163 Jackson Street West
P.O. Box 30, Station A
Hamilton, Ontario L8N 3A6
(416) 522-1797

Mr. Heinz Schwienbenz,
Hamilton Street Railway,
18 Wentworth St.N.,
Hamilton,Ontario.
L8L 5V1.

21 July 1987;

Dear Mr. Schwienbenz;

I have before me a questionnaire from Marvin Ryder of Mc Master regarding a possible name change for the Hamilton Street Railway. I have filled it out.

I wanted to tell you that I strongly oppose any change in name for the Hamilton Street Railway,and will do everything in my power to rally public support against a name change,should such a move seem likely.

I have the greatest admiration for both the facility, and for the job you do.I think my editorial stance here on questions like the arena and Go transit and the airport,reveal that I am a progressive-minded individual,not someone who resists change.

But in the case of the Hamilton Street Railway,the very charm of its name is derived from the fact that the name is beautifully anachronistic.Of course we havent had streetcars in 30 years,so what.
The name tellsssomething of the history of public transit in our country.It makes older people rememberaa slower and more tranquil time.I needn't point out that many of your riders are old timers.
I think matters involving a change of livery and name should be undertaken with the greatest of care.
People as a rule do not change their names because they are tired of them,and I don't think institutions should either.
I love the red shield with the fancy gold lettering. It looks dignified.Don't get sucked into going for names like Transpo,that amorphous,meaningless,already outmoded logo that they are forced to use in Ottawa, where they are burdened with the necessity of being not only trendy,but bilingual.

NEWS ROOM
CHCH TV 11
163 Jackson Street West
P.O. Box 30, Station A
Hamilton, Ontario L8N 3A6
(416) 522-1797

Rather than worry about the possible lack of relevance in the HSR's name in the 1980's;take its quaintness and capitalize on it in your advertising and promotion. It could create a very warm feeling amongst the public with the right kind of campaign. I think of Orville Reckenbackers popcorn,and those two country boys selling the origonal wine cooler-old fashioned-quaint,but highly succesful.

Re naming our institutions,I think,has a subtle tendancy to create a de-stabalizing impression in people's minds.It creates an impression of lack of permanence.

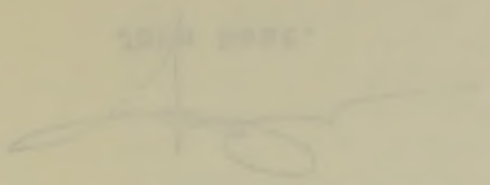
As long as the bus service keeps up with the times, and I believe the HSR accomplishes that beautifully, why tinker with the name?To hell with people who say the name HSR doesnt relflect the region. The HSR was here long before the region existed.

Send the consultants packing on this one.The origonal HSR logo was probably drawn up by an employee.One of the charming things about Windsor was the quaint name they had for their transit system-the Sandwich Windsor and Amherstburg Street Railway.I suppose theyve gone to one of these damnable acronyms too.

In closing,in my humble view we will lose one of the little things that gives our city distinctiveness, if we start HART-ing around with the name of our transit system.

Sincerely,and with best personal regards,

John Best.



Appendix 4

Self-Administered Questionnaire Used In Research

McMaster University School of Business
Name Research For the Hamilton Street Railway

One hundred and ten years ago, the transportation system in Hamilton was named the Hamilton Street Railway. Some people dislike the name as horses no longer pull railway cars and the streetcar rattled into history some 30 years ago. However, many people feel that the name is nostalgic and has a character that should not be replaced. For the next few minutes, we would like to gather your opinions about the current and proposed names for Hamilton's transportation system.

This study is being conducted by the McMaster University School of Business. Please be assured that your answers will remain anonymous and completely confidential. Please deposit completed questionnaires in the boxes located in the dispatch office or reception areas in each garage. All questionnaires are to be returned by Thursday, July 9, 1987.

Before we begin, let's define a few words that will be used in this study. A good corporate name should be distinctive. That is, it should stand out in your mind, be sharp, clear and interesting. A good name should also be credible -- it should properly define the product or corporation and be believable. Let's look at each of the three possible names individually. In each case, you will be given a series of statements and asked for your agreement or disagreement with each statement. Please check only one answer for each question.

1. Hamilton Area Regional Transit (HART)

"Hamilton Area Regional Transit (HART) is difficult to pronounce and hard to remember."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

"Hamilton Area Regional Transit (HART) is quite distinctive and interesting."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

"Hamilton Area Regional Transit (HART) is credible and believable."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

"Hamilton Area Regional Transit (HART) seems old-fashioned and behind the times."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

"Hamilton Area Regional Transit (HART) conveys a positive image of the region and it's transit system."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

2. Greater Hamilton Transit (GHT)

"Greater Hamilton Transit (GHT) is difficult to pronounce and hard to remember."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

"Greater Hamilton Transit (GHT) is quite distinctive and interesting."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

"Greater Hamilton Transit (GHT) is credible and believable."

|__| STRONGLY AGREE
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|__| NEITHER AGREE NOR DISAGREE
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|__| STRONGLY DISAGREE

"Greater Hamilton Transit (GHT) conveys a positive image of the region and it's transit system."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

3. Hamilton Street Railway (HSR)

"Hamilton Street Railway (HSR) is difficult to pronounce and hard to remember."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

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|__| STRONGLY DISAGREE

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"Hamilton Street Railway (HSR) conveys a positive image of the region and it's transit system."

|__| STRONGLY AGREE
|__| SOMEWHAT AGREE
|__| NEITHER AGREE NOR DISAGREE
|__| SOMEWHAT DISAGREE
|__| STRONGLY DISAGREE

Suppose that you were in charge of selecting a name for the transportation service. Please rank the three names in order of your preference. Place a "1" beside the name you like the best, a "2" beside the name you like second best, and a "3" beside the name you like the least.

RANKING	NAME
____	HAMILTON AREA REGIONAL TRANSIT (HART)
____	GREATER HAMILTON TRANSIT (GHT)
____	HAMILTON STREET RAILWAY (HSR)

In general, do you feel that the name of the transportation service should be changed ?

|__| YES
|__| NO
|__| UNDECIDED

The following are just a few general questions of interest.

In which of the following age groups are you ?

|__| 18 - 24
|__| 25 - 34
|__| 35 - 44
|__| 45 - 54
|__| 55 - 64
|__| 65 and over

What is your gender ?

|__| MALE
|__| FEMALE

Do you think that close friends and family view you as:

|__| SOMEONE WHO RESISTS CHANGE ?
|__| SOMEONE WHO WELCOMES CHANGE ?

For how many years have you worked at the Hamilton Street Railway ?

|__| LESS THAN 2 YEARS
|__| 2 - 5 YEARS
|__| 6 - 10 YEARS
|__| 11 - 20 YEARS
|__| 21 - 30 YEARS
|__| MORE THAN 30 YEARS

In which area do you work ?

|__| OPERATIONS
|__| MAINTENANCE
|__| ADMINISTRATION
|__| CANADA COACH LINES
|__| MARKETING AND CUSTOMER SERVICES

Thank you for your time and participation. We are genuinely interested in your opinions and they will be strongly considered before any name changes will be considered.

McMaster University School of Business
Name Research For the Hamilton Street Railway

One hundred and ten years ago, the transportation system in Hamilton was named the Hamilton Street Railway. Some people dislike the name as horses no longer pull railway cars and the streetcar rattled into history some 30 years ago. However, many people feel that the name is nostalgic and has a character that should not be replaced. For the next few minutes, we would like to gather your opinions about the current and proposed names for Hamilton's transportation system.

This study is being conducted by the McMaster University School of Business. Please be assured that your answers will remain anonymous and completely confidential. Please return completed questionnaires to the person who asked you to participate initially.

Before we begin, let's define a few words that will be used in this study. A good corporate name should be distinctive. That is, it should stand out in your mind, be sharp, clear and interesting. A good name should also be credible -- it should properly define the product or corporation and be believable. Let's look at each of the three possible names individually. In each case, you will be given a series of statements and asked for your agreement or disagreement with each statement. Please check only one answer for each question.

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____	HAMILTON STREET RAILWAY (HSR)
____	HAMILTON AREA REGIONAL TRANSIT (HART)

In general, do you feel that the name of the transportation service should be changed ?

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|__| 25 - 34
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|__| 45 - 54
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What is your gender ?

|__| MALE
|__| FEMALE

Do you think that close friends and family view you as:

|__| SOMEONE WHO RESISTS CHANGE ?
|__| SOMEONE WHO WELCOMES CHANGE ?

On average, how many times a week do you ride the bus ? A ride will be considered as one way (ie. from home to work).

|__| 0 - 2 TIMES PER WEEK
|__| 3 - 5 TIMES PER WEEK
|__| 6 - 8 TIMES PER WEEK
|__| 9 - 11 TIMES PER WEEK
|__| 12 OR MORE TIMES PER WEEK

Thank you for your time and participation. We are genuinely interested in your opinions and they will be strongly considered before any name changes will be considered. Please feel free to share any comments you might have about the names you have just seen or about the bus service in general.

_____

_____

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